

Office of Management & Budget

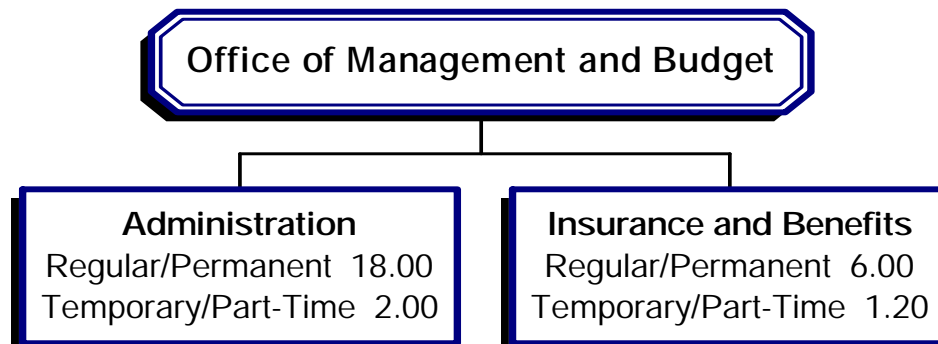
Mission Statement

To provide assistance to City department heads through the budget process by providing comprehensive budget and management analysis of departmental resources, programs, and services to implement policy directives.

<i>Budget Summary</i>	Actual FY04	Estimated Actual FY05	Adopted FY06
Personal Services	1,211,139	1,186,142	1,278,668
Contractual Services	449,117	534,523	365,900
Materials/Supplies	17,123	20,929	17,650
Operating Expenditures	5,063	7,115	19,890
Non-Operating/Intergovt. Exp	0	100	0
Internal Transfers	0	0	0
Capital Outlay	804,566	676,650	402,000
<i>Total Appropriation</i>	2,487,008	2,425,459	2,084,108

<i>Source of Funds</i>	Actual FY04	Estimated Actual FY05	Adopted FY06
101 - General Fund	877,446	900,595	1,069,025
504 - Capital Outlay	804,566	676,750	557,000
701 - Postage	423,651	430,890	0
721 - Health Benefits	381,344	417,224	458,083
<i>Total Funds</i>	2,487,008	2,425,459	2,084,108

<i>Positions</i>	Adopted FY04	Adopted FY05	Adopted FY06
Regular/Permanent	35.00	28.00	24.00
Temporary/Part-Time:FTE	4.40	4.40	3.20
Grant Funded	0.00	0.00	0.00
<i>Total Authorized</i>	39.40	32.40	27.20



FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM				
DEPARTMENT: OFFICE OF MANAGEMENT AND BUDGET				
PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 101-GENERAL FUND				
04010020-OFFICE OF MGMT & BUDGET	877,446	968,787	900,595	1,069,025

SUBFUND 504-CAPITAL OUTLAY				
04102010-CAPITAL ACQUISITION FUND				
<i>P540010/CTY-CAPITAL OUTLAY</i>	804,566	450,000	676,750	557,000

SUBFUND 701-POSTAGE				
04040139-POSTAGE	423,651	453,284	430,890	0

SUBFUND 721-HEALTH BENEFITS				
04100249-HEALTH INS & BENEFITS	381,344	455,694	417,224	458,083

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: OFFICE OF MANAGEMENT & BUDGET	FUNCTION: MANAGEMENT & BUDGET ANALYSIS
FUNCTION GOALS: Strategically develop and administer the budget process as a sound basis for short and long-term planning, decision-making, and financial sustainability.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Evaluate and make recommendations on City policies, procedures, programs, and operations. ➤ Perform comprehensive management studies and activity based costing studies of City departments, services and programs as directed by City administration. ➤ Monitor and analyze budget revenues and expenditures on a monthly basis to ensure departments remain within budget allocations and monitor financial trends affecting the City budget. ➤ Present a citywide quarterly budget report to City Council as an informational tool for on-going policy development. ➤ Direct the budget process to develop the City's annual operating, capital, and debt service budgets within legal guidelines and prudent fiscal management practices under the City Manager's guidance. ➤ Receive the Government Finance Officers Association Distinguished Budget Award.
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Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Comprehensive Management Studies	3	5	6
New Activity Based Costing studies	1	3	4
Program Revenue enhancement studies	5	4	4
Recipient of GFOA Distinguished Budget Award	Yes	Yes	Yes

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: OFFICE OF MANAGEMENT & BUDGET	FUNCTION: INSURANCE & BENEFITS
FUNCTION GOALS: To provide employees, retirees and families with a comprehensive and cost effective health benefits program.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Increase employee awareness of available health benefits and encourage participation through preventive care and early treatment. ➤ Provide coverage options to include catastrophic occurrences. ➤ Enhance the City's ability to retain, and motivate employees by achieving market competitiveness in health benefits. ➤ Coordinate health plans promoting cost management provisions and maintain fiscal solvency.
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Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Participation in Wellness Centers (# of employees treated)	4,428	4,627	4,650
Number increased enrollment in dental/vision plan	3,144	3,603	3,700
Number of informational programs presented annually to increase knowledge of benefits programs available	48	63	75
Number enrolled in Flexible Spending Account	n/a	82	195

Tax

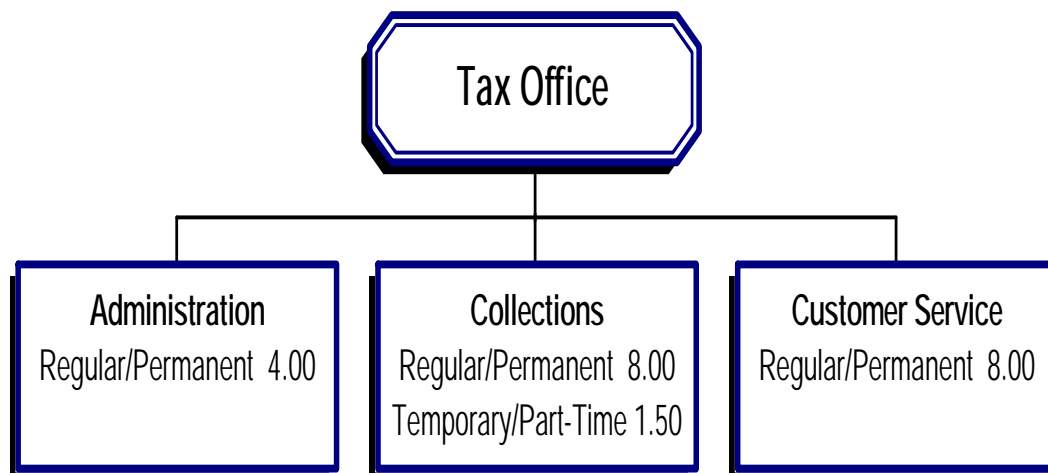
Mission Statement

The mission of the Tax Department is to collect property taxes on behalf of 27 government entities, to collect unbilled revenue, and issue petty cash to other departments.

<i>Budget Summary</i>	Actual FY04	Estimate Actual FY05	Adopted FY06
Personal Services	891,931	877,706	922,787
Contractual Services	5,958,023	5,823,241	6,527,091
Materials/Supplies	19,629	22,521	32,261
Operating Expenditures	5,880	9,208	11,686
Non-Operating/Intergovt. Exp	28	64	0
Internal Transfers	0	0	0
Capital Outlay	0	3,931	0
<i>Total Appropriation</i>	6,875,491	6,736,673	7,493,825

<i>Source of Funds</i>	Actual FY04	Estimate Actual FY05	Adopted FY06
101 - General Fund	6,875,491	6,736,673	7,493,825
<i>Total Funds</i>	6,875,491	6,736,673	7,493,825

<i>Positions</i>	Adopted FY04	Adopted FY05	Adopted FY06
Regular/Permanent	22.00	20.00	20.00
Temporary/Part-Time:FTE	1.50	1.50	1.50
Grant Funded	0.00	0.00	0.00
<i>Total Authorized</i>	23.50	21.50	21.50



FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM

DEPARTMENT: **TAX OFFICE**

PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 101-GENERAL FUND				
06010022-TAX OFFICE COLLECTIONS	6,875,491	7,079,770	6,736,673	7,493,825

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: TAX OFFICE	FUNCTION: COLLECTIONS
FUNCTION GOALS: Ensure the collection of property taxes for all separate taxing entities within El Paso County and report the collection of property taxes and unbilled revenue on a timely basis. Maintain the fiscal integrity of the collections system, ensure delinquent accounts are processed, and report the most current information on the tax levy. Facilitate collections, make deposits, and record tax collection transactions in order to comply with the Texas Local Government Records Law.	

FUNCTION OBJECTIVES:
<ul style="list-style-type: none">➤ Provide monthly reports on current status of collections for all entities in the consolidated tax assessment and collection effort.➤ Provide information to the public on tax related matters upon request.➤ Calculate the effective tax rates for taxing entities and publish public notices in accordance with Texas tax code.➤ Deposit, record, and report collection of unbilled revenues.

Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Cost per parcel of collections	0.49	0.49	0.54
Turnaround time for distribution of funds	24 hrs.	24 hrs.	24 hrs.
Total Tax Collection Rate	100%	101%	100%

Human Resources

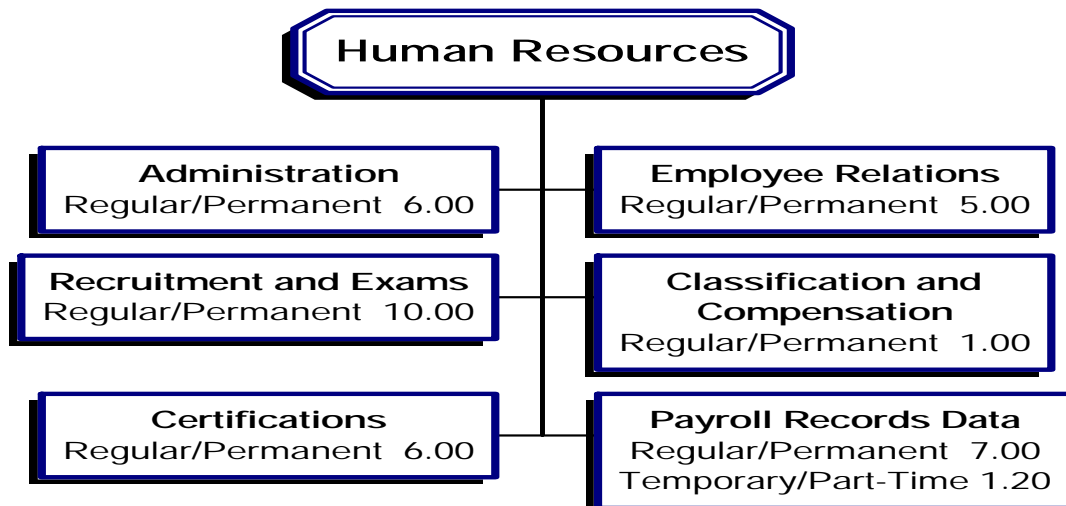
Mission Statement

The mission of the Human Resources Department is to help City departments attract, motivate, retain and develop qualified, diverse and productive employees while providing effective and efficient services in accordance with all applicable local ordinances, state statutes and federal laws.

Budget Summary	Actual FY04	Estimated Actual FY05	Adopted FY06
Personal Services	1,724,874	1,501,420	1,529,487
Contractual Services	184,802	124,847	98,750
Materials/Supplies	21,869	14,543	12,150
Operating Expenditures	166,883	140,363	225,760
Non-Operating/Intergovt. Exp	0	0	0
Internal Transfers	0	0	0
Capital Outlay	0	0	0
Total Appropriation	2,098,428	1,781,172	1,866,147

Source of Funds	Actual FY04	Estimated Actual FY05	Adopted FY06
101 - General Fund	2,098,428	1,781,172	1,866,147
Total Funds	2,098,428	1,781,172	1,866,147

Positions	Adopted FY04	Adopted FY05	Adopted FY06
Regular/Permanent	46.00	34.00	35.00
Temporary/Part-Time:FTE	3.40	3.40	1.20
Grant Funded	0.00	0.00	0.00
Total Authorized	49.40	37.40	36.20



FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM

DEPARTMENT: **HUMAN RESOURCES**

PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 101-GENERAL FUND				
09010027-HUMAN RESOURCES ADMIN.	482,734	492,753	489,333	425,512
09010028-CLASSIF & COMPENSATION	128,640	79,871	69,414	48,134
09010029-RECRUITMENT & EXAMS	559,720	410,990	402,484	478,810
09010030-TRAINING	399,172	371,337	368,684	459,687
09010341-CERTIFICATION	153,627	236,189	239,826	221,700
09010342-HR/PAYROLL/RECS/DATA	374,535	242,041	211,431	232,304

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: HUMAN RESOURCES	FUNCTION: EMPLOYEE RECORDS & INFORMATION MANAGEMENT
FUNCTION GOALS: The Information Systems: Ensure the integrity and accuracy of the employee database and department payrolls are in compliance with relevant charter provisions and laws. Certification: To certify eligibles to City Departments and fill vacancies in a timely manner	

FUNCTION OBJECTIVES: Information Systems: <ul style="list-style-type: none"> ➤ Maintain high proficiency among department users regarding the PeopleSoft payroll system and the KRONOS Timekeeping system. ➤ Maintain integrity and validity of the employee and database and individual employee personnel records. ➤ Update employee records. ➤ Process the City's bi-weekly payroll. ➤ Manage the City's Texas Workforce Commission Unemployment Claims. Certification: <ul style="list-style-type: none"> ➤ Provide friendly and professional Customer Service to the public, via personal contact and phone. ➤ Ensure that eligibles (applicants) are certified to fill positions within 7 days after receipt of a new eligible list. ➤ Schedule physicals & drug screens for applicants hired.
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Performance Output;	Actual FY04	Actual FY05	Projected FY06
Information Systems:			
Rate of error on-line data entry	1%	1%	1%
Timekeeping System corrections	< 4%	< 3%	< 2%
Certification:			
Customer Service Contacts	65,241	60,000	60,000
Eligibles certified for vacancies within 7 days	90%	91%	91%
Rate of error on-line data entry	3%	1%	1%

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: HUMAN RESOURCES	FUNCTION: ORGANIZATIONAL DEVELOPMENT
FUNCTION GOALS: Provide administrative support for inquiries regarding hum resources matters and coordinate organizational development activities.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Support compliance with administrative, legal and regulatory mandates. ➤ Administer training and special programs. ➤ Support department managers in personnel management, process improvement and operational efficiency initiatives.

Performance Output;	Actual FY04	Actual FY05	Projected FY06
Investigate and respond to departmental requests for employee disciplinary action within 3 workdays in conjunction with the City Attorney's Office	N/A	N/A	50%
Investigate and issue recommendations for all formal employee grievances within established CSC time-frames (30 to 45 working days)	100%	100%	100%
Instructor contact training hours	800	882	820
Employee contact training hours (# of employees X # of classroom hrs.)	13,640	20,751	15,000
Number of course offerings	29	50	35

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: HUMAN RESOURCES	FUNCTION: RECRUITMENT & EXAMINATION / CLASSIFICATION
FUNCTION GOALS: Recruit and examine qualified individuals for classified and unclassified service in compliance with local, state and federal laws and ensure accurate classification of positions.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Process and screen employment applications to provide city departments with a qualified applicant pool. ➤ Prepare and administer employment exams and maintain active eligible lists. ➤ Develop job description and evaluation of responsibilities, and requirements for current and proposed job classes. ➤ Establish and maintain competitive salary schedules.
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Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Recruitments opened per year.	160	176	170
Standard/local recruitments completed within four weeks after exam.	60%	75%	80%
Maintain active eligible lists for critical positions.	80%	85%	85%
Internal studies to establish new or audit existing civilian job classes (including appeal reviews).	75	22	25
Positions evaluated, added, deleted or reclassified based upon internal job studies.	174	75	75
Labor market analysis.	87	15	15

Financial Services

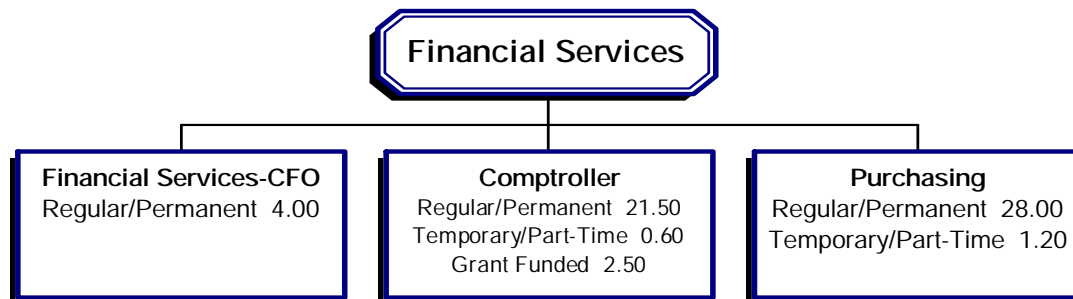
Mission Statement

To provide accurate timely information to the Mayor, City Council, City Manager, Departments and the Public. To collect and invest cash, to impartially and timely purchase per all state and federal requirements, the necessary services, materials, and infrastructure the city requires.

Budget Summary	Actual FY04	Estimated Actual FY05	Adopted FY06
Personal Services	2,768,511	2,725,744	2,598,603
Contractual Services	373,021	560,567	368,550
Materials/Supplies	43,051	113,944	58,251
Operating Expenditures	48,808	36,890	56,596
Non-Operating/Intergovt. Exp	6,934	1,795	0
Internal Transfers	0	0	0
Capital Outlay	0	38,154	0
Total Appropriation	3,240,325	3,477,094	3,082,000

Source of Funds	Actual FY04	Estimated Actual FY05	Adopted FY06
101 - General Fund	3,055,654	2,933,881	2,865,565
282 - HUD Administration	159,120	140,644	159,717
481 - Cont. Oblg. Int. Funded	25,518	30,578	56,718
704 - Copy Center	33	371,991	0
Total Funds	3,240,325	3,477,094	3,082,000

Positions	Adopted FY04	Adopted FY05	Adopted FY06
Regular/Permanent	57.40	55.40	53.50
Temporary/Part-Time:FTE	11.15	8.75	1.80
Grant Funded	2.60	2.60	2.50
Total Authorized	71.15	66.75	57.80



Actuals FY04/FY05 include Comptroller and Purchasing

FINANCIAL SERVICES

KEY PERFORMANCE MEASURES:

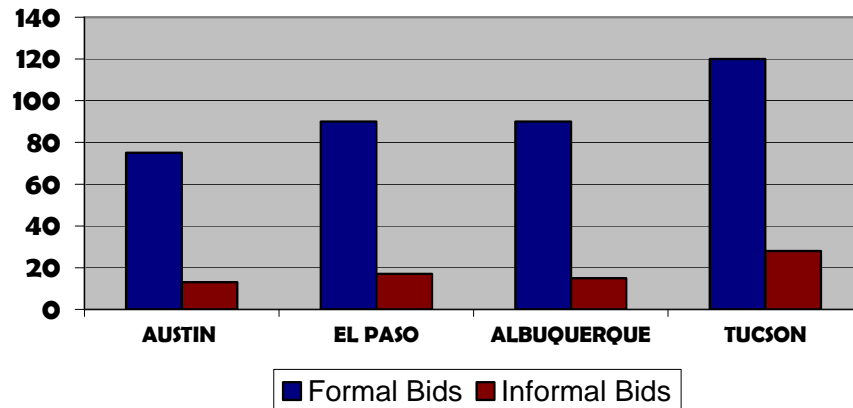
OVERALL DEPARTMENT PERFORMANCE MEASURES HAVE BEEN SELECTED THAT BEST QUANTIFY THE DEPARTMENT'S PROGRESS TOWARD GOALS AND OBJECTIVES.

TOTAL PURCHASE ORDERS	
EL PASO, TX	9,837
AUSTIN, TX	4,703
TUCSON, AZ	8,850
ALBUQUERQUE, NM	N/A

Source: OMB Department Survey, 2005

CITY COMPARATIVE INFORMATION

Average Number of Processing Days



CITY	2004 Population	Avg. Number of Processing Days for Formal Bids	Avg. Number of Processing Days for Informal Bids	Total Purchase Orders
AUSTIN	681,804	75	13	4,703
EL PASO	592,099	90	17	9,837
ALBUQUERQUE	484,246	90	15	N/A
TUCSON	512,023	120	28	8,850

FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM

DEPARTMENT: **FINANCIAL SERVICES**

PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 101-GENERAL FUND				
05010017-COMPTROLLER ACCOUNTING	1,015,718	1,056,284	998,292	0
05010018-COMPTROLLER GRANT ACCTNG.	190,106	194,250	195,196	0
05010019-COMPTROLLER TREASURY MGMT	161,051	210,595	168,748	0
07010021-PURCHASING ADMINISTRATION	670,381	724,317	697,559	0
07010316-PROPERTY CTRL/BAR CODING	153,282	157,319	142,798	0
07010322-CONTRACT COMPLIANCE	316,663	333,657	312,415	0
10010274-GRANTS ADMINISTRATION	271,961	264,686	160,226	0
10010700-FINANCIAL SERVICES ADMIN.	276,491	281,909	258,647	0
10010017-FINANCIAL ACCT & REPORTING	0	0	0	244,948
10010018-GRANT ACCOUNTING	0	0	0	189,781
10010019-TREASURY SERVICES	0	0	0	204,135
10010020-FISCAL OPERATIONS	0	0	0	162,177
10010021-PURCHASING ADMINISTRATION	0	0	0	228,744
10010022-PAYROLL	0	0	0	154,467
10010023-ACCTS PAYABLE & RECEIVABLE	0	0	0	194,847
10010315-CONTRACTING	0	0	0	477,445
10010316-CAPITAL ASSETS MANAGEMENT	0	0	0	293,958
10010322-CONSTRUCTION BIDDING	0	0	0	262,841
10010705-FINANCIAL SERVICES-CFO	0	0	0	452,222

SUBFUND 282-HUD ADMINISTRATION				
05150054-COMPTROLLER CD ADMIN.				
<i>G7130CD/0002-ADMINISTRATION FY05</i>	159,120	168,173	140,644	0
10150054-GRANT CD ADMINISTRATION				
<i>G7131CD/0002-ADMINISTRATION FY06</i>	0	0	0	159,717

SUBFUND 481-CONT. OBLG. INT. FUNDED				
07102001-CITY AUCTIONS				
<i>P540001-CITY AUCTIONS</i>	25,518	35,022	30,578	0
10102001-CITY AUCTIONS				
<i>P540001-CITY AUCTIONS</i>	0	0	0	56,718

FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM				
DEPARTMENT: FINANCIAL SERVICES				
PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 704-COPY CENTER				
07070151-QUICK COPY CENTER-ADMIN.	33	496,208	371,991	0

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: FINANCIAL SERVICES	FUNCTION: FINANCIAL ACCOUNTING & REPORTING
FUNCTION GOALS: Provide comprehensive accounting and financial reporting services, and develop, implement, and monitor accounting policies and procedures to provide accurate financial information to city stakeholders and other governmental agencies.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Provide accurate and timely accounting to the grant recipient departments and the granting agencies. ➤ Prepare the Comprehensive Annual Financial Report (CAFR) within 120 days of fiscal year date. ➤ Earn the <i>GFOA Certificate of Achievement for Excellence in Financial Reporting</i> for the City's CAFR. ➤ Report City-wide accounting information for use by management, investors, regulatory agencies, and creditors. ➤ Prepare pension monthly financial statements to present to City Employee Pension Board.

Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Publish financial information no later than 120 days (December 29) after fiscal year end as required by City Charter	29-Dec-2004	29-Dec-2005	30-Dec-2005
Annual audit fieldwork completed in a timely manner	1-Dec-2004	1-Dec-2005	1-Dec-2006
Publish unaudited monthly financial statements no later than 30 days after month-end	N/A	7 months out of year	12 months out of year
Earn GFOA Certificate of Achievement for Excellence in Financial Reporting	Earned	Earned	Earned
Date of completion of Single Audit	1-Dec-2004	1-Dec-2005	1-Dec-2006

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: FINANCIAL SERVICES	FUNCTION: TREASURY SERVICES
FUNCTION GOALS: Invest and manage cash consistent with cash flow requirements and in accordance with state law, City ordinances, debt covenants, and the City investment policy.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Act as the liaison for the City's depository contract. ➤ Analyze the City's projected cash flow needs daily to maximize investment balances. ➤ Monitor daily bank activity and resolve inconsistencies between expected and actual transactions. ➤ Maintain investment portfolio in accordance with City's investment policy. ➤ Publish quarterly investment reports as required by State law.
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Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Percentage of investments held in one type of security	95%	65%	85%
Average purchased portfolio yield compared to 90 day T-Bill rate at time of purchase	+0.5	+0.5	+0.5
Publish quarterly investment report within 30 days after quarter-end	100%	100%	100%

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: FINANCIAL SERVICES	FUNCTION: PURCHASING
FUNCTION GOALS: Provide, procure and coordinate the bidding and purchasing of materials and supplies, equipment, construction and contractual services for all City departments in accordance with State statutes, City ordinances and proper purchasing procedures. Control and manage the City's Capital Assets.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Insure that the highest quality items and services at the lowest and/or best values are procured by the City. ➤ Assure contracts are in place in order to provide departments with the necessary materials, supplies and services for continued performance of their functions. ➤ Assist in the development of construction contract documents. ➤ Monitor apprenticeship program compliance and prevailing wage rate compliance. ➤ Monitor purchase orders and formal bid activities to ensure compliance with laws, ordinances, regulations and sound Purchasing techniques and practices. ➤ Improve service to user departments through improved coordination of large bid packages. ➤ Participate in local seminars and symposiums to develop local and small businesses and bidding opportunities with the City. ➤ Maintain current inventory for assets issued to departments. ➤ Administer the city's auction function. ➤ Coordinate and manage the sale and procurement of city land.

Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Formal Bids Awarded	234	240	252
Processing Time for Informal Bids (Average Days)	13	13	13
Active Service and Supply contracts	744	763	785
Abandoned vehicles sold	2,733	2,800	2,700
Total Auctions Held	14	14	15
Auction Revenue	\$80,305	\$75,000	\$78,000

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: FINANCIAL SERVICES	FUNCTION: FINANCIAL SYSTEMS
FUNCTION GOALS: Provide technical assistance, problem resolution of transaction processing, system updates and facilitate secure access to the City's financial systems.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none">➤ Provide access to the Peoplesoft and other financial systems to authorized users.➤ Ensure subsidiary financial systems properly integrate with Peoplesoft financial system.➤ Provide guidance and assistance to all end users of Peoplesoft and other financial systems.➤ Close financials systems on a monthly basis within five business days of month-end.➤ Close financials systems on a yearly basis for fiscal year end close August 31st.➤ Process 1099 miscellaneous forms for City vendors.➤ Ensure proper testing is done during financial system upgrade.
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Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Close financial systems on a monthly basis within five business days after month-end	100%	100%	100%
Provide training on a quarterly basis to all new employees	N/A	N/A	4

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: FINANCIAL SERVICES	FUNCTION: FISCAL OPERATIONS
FUNCTION GOALS: Process financial transactions for all departments in order to ensure prompt payment of obligations such as payroll and accounts payable, and timely collection of City accounts receivable. Maintain and improve fiscal operations and ensure compliance with laws, rules, contracts, policies and procedures.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Calculate and distribute payroll payments to City employees and record resultant liabilities. ➤ Ensure resultant liability is paid timely and reconciled to general ledger accounts. ➤ Process, record and distribute payments to City vendors. ➤ Process invoices for services provided by the City. ➤ Ensure timely distributions of all payroll deductions. ➤ Submit regulatory and tax filings on a timely basis. ➤ Ensure all contributions of all types are reported accurately on behalf of all employees. ➤ Oversee City accounts receivable billing and collection office. ➤ Oversee monies received are recorded and deposited timely and accurately.
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Performance Output:	Actual FY04	Actual FY05	Projected FY06
Process payroll on a weekly basis for City employees and on a monthly basis for City retirees	100%	100%	100%
Tax reporting complete, accuracy, and timely	100%	100%	100%
Process billing statements of past-due accounts as identified through the Accounts Receivable system	N/A	12	12
Process vendor payments on a daily basis for City vendors to avoid penalties and to provide customer service.	100%	100%	100%

General Services

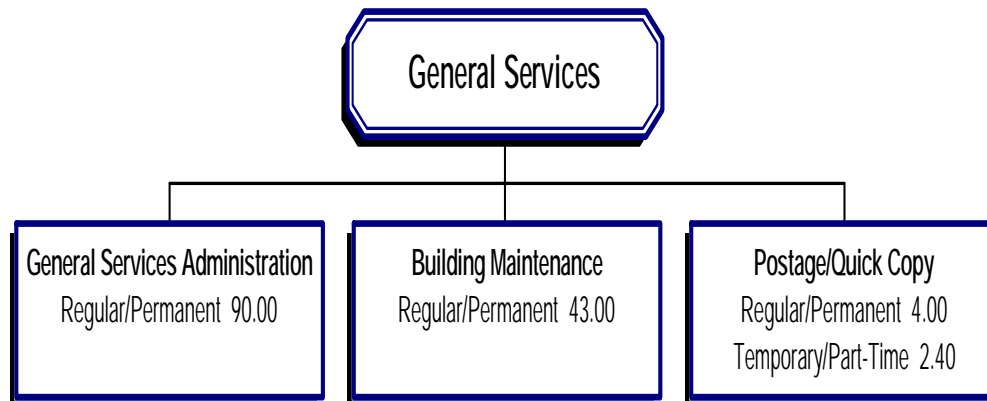
Mission Statement

The mission of General Services is to provide direction in the development and maintenance of City facilities; and the maintenance and repair of the City vehicles and heavy equipment, while providing fleet management for its users.

Budget Summary	Actual FY04	Estimated Actual FY05	Adopted FY06
Personal Services	5,622,020	4,880,808	5,232,341
Contractual Services	2,583,032	2,004,218	2,494,996
Materials/Supplies	7,674,157	8,523,430	8,621,497
Operating Expenditures	8,430,529	8,661,568	8,837,380
Non-Operating/Intergovt. Exp	22,524	13,843	0
Internal Transfers	0	0	116,996
Capital Outlay	0	0	0
Total Appropriation	24,332,262	24,083,867	25,303,210

Source of Funds	Actual FY04	Estimated Actual FY05	Adopted FY06
101 - General Fund	13,435,294	12,469,847	12,428,139
701 - Postage	0	0	443,924
702 - Fleet Services	10,896,968	11,614,019	11,949,273
704 - Copy Center	0	0	481,874
Total Funds	24,332,262	24,083,867	25,303,210

Positions	Adopted FY04	Adopted FY05	Adopted FY06
Regular/Permanent	158.00	143.00	137.00
Temporary/Part-Time:FTE	0.00	0.00	2.40
Grant Funded	0.00	0.00	0.00
Total Authorized	158.00	143.00	139.40



Actuals FY04/FY05 include Fleet and Municipal Services

GENERAL SERVICES

KEY PERFORMANCE MEASURES:

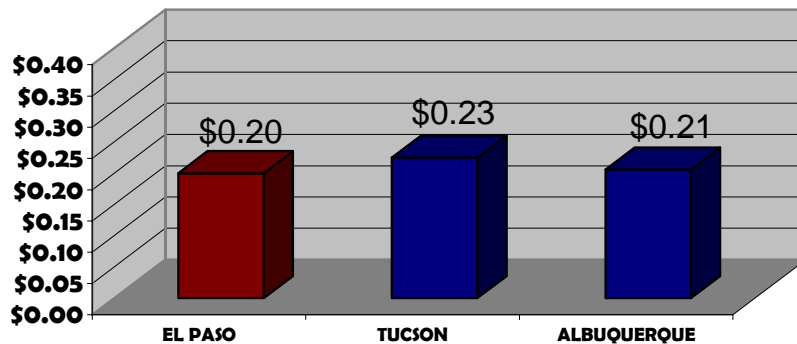
OVERALL DEPARTMENT PERFORMANCE MEASURES HAVE BEEN SELECTED THAT BEST QUANTIFY THE DEPARTMENT'S PROGRESS TOWARD GOALS AND OBJECTIVES.

MOTOR POOL AVERAGE COST PER MILE		
EL PASO, TX	\$	0.51
ALBUQUERQUE, NM	\$	0.21
TUCSON, AZ	\$	0.09

Source: OMB Department Survey, 2005

CITY COMPARATIVE INFORMATION

Average Maintenance Cost
for Other Cars - \$/Mile



CITY	2004 Population	Number of Units Used Daily	Average Maintenance Cost for Patrol Cars \$/mile	Average Maintenance Cost for Other Cars \$/mile
EL PASO	592,099	11	\$ 0.35	\$ 0.20
ALBUQUERQUE	484,246	20	\$ 0.19	\$ 0.21
TUCSON	512,023	15	\$ 0.31	\$ 0.23

FUNCTION SUMMARY
DEPARTMENT APPROPRIATIONS BY PROGRAM

DEPARTMENT: GENERAL SERVICES

PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 101-GENERAL FUND				
13010702-MUNICIPAL SERVICES	128,704	71,849	10,517	0
31010040-MUNICIPAL SERVICES ADMIN.	8,384,319	8,796,474	8,877,819	0
31010049-ENGINEERING SPECIAL PROJ.	357,980	0	0	0
31010314-EPA COMPLIANCE	462,171	0	(30)	0
31010325-BLDG MAINT POLICE FACILITES	593,956	623,101	582,216	555,000
31010326-CITY WIDE BLDG. MAINT. NOC	2,901,447	2,900,511	2,419,538	11,526,139
31010327-BLDG MAINT FIRE FACILITIES	198,898	246,720	221,240	234,500
31010328-BLDG MAINT LEASED FAC	35,787	50,100	40,731	0
31010350-LIBRARY MAINT COSTS	372,030	492,500	317,816	112,500

SUBFUND 701-POSTAGE				
3310139-POSTAGE	0	0	0	443,924

SUBFUND 702-FLEET SERVICES				
37370155-ADMINISTRATIVE-FLEET	3,620,578	4,011,068	3,587,546	3,949,058
37370403-MOTOR POOL	10,413	12,000	13,880	12,000
37370510-INVENTORY SALES	7,265,977	7,059,250	8,012,592	7,988,215

SUBFUND 704-QUICK COPY CENTER				
31310151-QUICK COPY	0	0	0	481,874

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: GENERAL SERVICES	FUNCTION: FLEET SERVICES
FUNCTION GOALS: Provide comprehensive vehicle maintenance service to city fleet and administer city motor pool fleet vehicles.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Maximize vehicle availability and reduce equipment operating costs through effective maintenance. ➤ To train technicians to Automotive Service Excellence (ASE) standards and increase employee productivity. ➤ To comply with all environmental rules, and maintain accurate parts and fuel inventory records. ➤ Reduce average repair turn around times to under two days for light duty equipment and to under three days for heavy equipment. ➤ Maintain equipment-operating costs at or below national averages. ➤ To utilize existing Motor Pool Fleet of vehicles achieving an 85% utilization rate and having at least 15% of Motor Pool Fleet available at all times.

Performance Outputs	Actual FY04	Actual FY05	Projected FY06
Dump truck - \$/mile	\$0.57	\$0.64	\$0.68
Rear load garbage truck - \$/mile	\$2.30	\$2.44	\$2.48
Automated garbage truck - \$/hour	\$24	\$25	\$26
Patrol car - \$/mile	\$0.31	\$0.38	\$0.41
Cars, Vans, Pickups - \$/mile	\$0.15	\$0.23	\$0.27
# and % of technicians ASE certified	45/75%	45/75%	45/75%
Light Duty repair turn around times	2.0 days	2.0 days	2.0 days
Heavy Duty repair turn around times	3.7 days	3.7 days	3.5 days
Inventory turnaround	5	4	4
Monthly Utilization Rate	85%	85%	87%

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: GENERAL SERVICES	FUNCTION: GENERAL SUPPORT SERVICES
FUNCTION GOALS: Provide printing and copying services to all city departments and administration of city mailroom.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Provide quality, copying and printing services at competitive price. ➤ To provide timely and accurate interoffice mail and messenger service. ➤ Serve as a liaison for city's shipping and postal requirements.

Performance Output:	Actual FY04	Actual FY05	Projected FY06
Impressions Recorded Annually for In-House Copying	6,588,000	4,324,000	4,800,000
Average cost per copy	0.07	0.07	0.07

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: GENERAL SERVICES	FUNCTION: BUILDING MAINTENANCE
FUNCTION GOALS: Provide a safe, healthy, and productive environment for all who visit and work in City facilities; and ensure that the maintenance provided maximizes the service life of the City's facilities, their installed components, and real property.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Respond to all work orders in a timely, and effective manner. ➤ Respond to all emergencies in time to prevent the problem from damaging other property or threatening the health and safety of those who are in the facilities. ➤ Extend the useful life of city property through effective preventive maintenance.
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Performance Output:	Actual FY04	Actual FY05	Projected FY06
Work orders accomplished	4,810	4,989	5,300
% Accomplished	98%	98%	100%
Average response time to emergency work orders	2.75 hours	2.50 hours	2.50 hours
Average response time to routine work orders	4 days	4 days	4 days

Information Technology

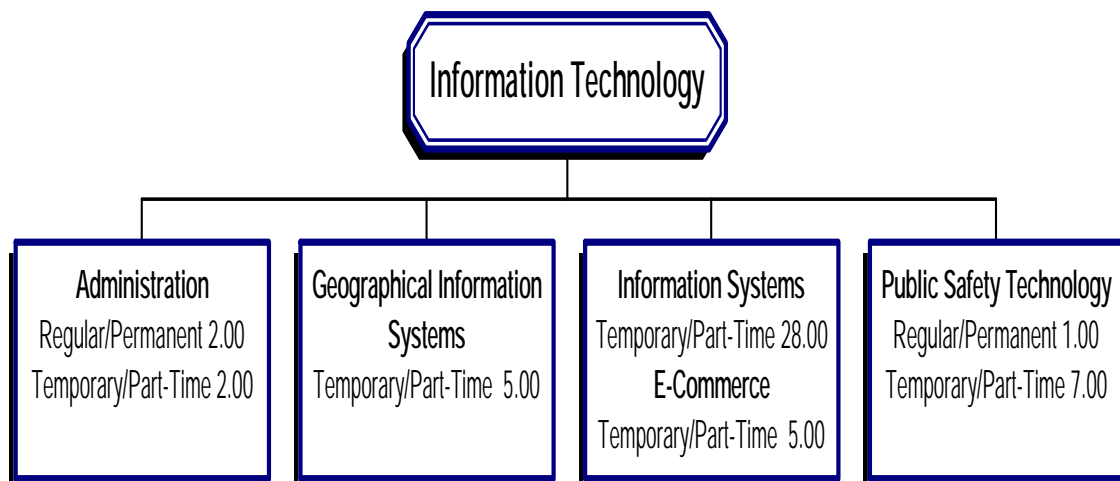
Mission Statement

Provide the City of El Paso and its citizens a powerful and economical computing environment, an efficient state of the art telecommunications systems, and efficiency in the delivery of goods and services while striving to provide real time citizen access to their local government.

Budget Summary	Actual FY04	Estimated Actual FY05	Adopted FY06
Personal Services	2,474,979	2,253,052	2,677,265
Contractual Services	2,596,543	2,891,316	2,996,367
Materials/Supplies	45,991	54,542	54,700
Operating Expenditures	1,197,953	1,206,940	1,610,700
Non-Operating/Intergovt. Exp	1	0	0
Internal Transfers	0	0	0
Capital Outlay	0	37,859	0
Total Appropriation	6,315,467	6,443,708	7,339,032

Source of Funds	Actual FY04	Estimated Actual FY05	Adopted FY06
101 - General Fund	6,315,467	6,443,708	7,339,032
Total Funds	6,315,467	6,443,708	7,339,032

Positions	Adopted FY04	Adopted FY05	Adopted FY06
Regular/Permanent	3.00	3.00	3.00
Temporary/Part-Time:FTE	48.00	40.00	47.00
Grant Funded	0.00	0.00	0.00
Total Authorized	51.00	43.00	50.00



FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM

DEPARTMENT: **INFORMATION TECHNOLOGY**

PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 101-GENERAL FUND				
39010348-INFORMATION TECH ADMIN	189,478	234,008	232,383	309,540
39010349-GEOGRAPHIC INFO SYSTEMS	321,219	335,607	325,828	429,706
39010350-E-COMMERCE GROUP	0	0	0	289,056
39010351-INFORMATION SERVICES	3,259,490	3,464,962	3,194,087	3,023,788
39010352-PUBLIC SAFETY TECHNOLOGY	2,545,279	3,081,908	2,691,410	3,286,942

GOALS, OBJECTIVES & OUTPUTS

DEPARTMENT: INFORMATION TECHNOLOGY	FUNCTION: INFORMATION SERVICES
FUNCTION GOALS: To provide a dynamic, pro-active technology environment that exceeds the City's requirements and expectations through current, reliable infrastructure and applications with a road map for the technology of the City that supports all departments.	

FUNCTION OBJECTIVES: <ul style="list-style-type: none"> ➤ Upgrade and maintain the City's telecommunications infrastructure. ➤ Provide the City's user with robust, stable, and secure administrative applications to ensure proper delivery of services to the community. ➤ Implement a Citywide IT Strategic Plan that will set direction and priorities in the acquisition of IT systems for the City of El Paso. ➤ Maintain a dynamic website that services the needs of the citizens and City employees. ➤ Implement interactive e-government applications that will extend services beyond City Hall. ➤ Elevate the City's Digital Government ranking into the top 10 nationally. ➤ Maintain operability and security for all City systems and administrative applications. ➤ Implement and host a web-enabled GIS environment that will be shared by all local, state, and federal agencies in the region.

Performance Output:	Actual FY04	Actual FY05	Projected FY06
Number of High Speed Data Lines	4	18	46
Number of GIS Certified Users	150	150	175
Develop, review, approve, and implement IT Strategic Plan	N/A	N/A	40% completion
Average number of hours/month of system downtime	45 min.	30 min.	20 min.
% of PeopleSoft availability	90%	97%	99%
Digital Government Ranking	68	15	10
Implement Regional GIS Center	60%	85%	100%

Non - Departmental

Mission Statement

To monitor general fund expenses that do not apply to a single department, or miscellaneous expenses that are not associated with any of the operating departments.

<i>Budget Summary</i>	Actual FY04	Estimated Actual FY05	Adopted FY06
Personal Services	477,236	333,764	196,661
Contractual Services	37,969,374	43,343,867	43,068,184
Materials/Supplies	2,275	187	1,900
Operating Expenditures	776,570	2,058,481	6,518,052
Non-Operating/Intergovt. Exp	37,392,735	42,937,084	50,301,799
Internal Transfers	0	2,076,715	5,439,989
Capital Outlay	1,640	0	0
<i>Total Appropriation</i>	76,619,831	90,750,097	105,526,585

<i>Source of Funds</i>	Actual FY04	Estimated Actual FY05	Adopted FY06
101 - General Fund	883,511	2,279,260	11,180,952
300-671 - Debt Admin. Issues	35,472,297	43,365,680	49,573,799
721 - Health Benefits	28,669,821	32,942,528	32,413,439
722 - Worker's Compensation	9,032,760	10,143,184	10,647,755
723 - Unemployment Comp.	314,773	319,445	210,640
810 - Vehicle Mtr Rental Tax	2,246,670	1,700,000	1,500,000
<i>Total Funds</i>	76,619,831	90,750,097	105,526,585

<i>Positions</i>	Adopted FY04	Adopted FY05	Adopted FY06
Regular/Permanent	3.90	3.10	3.00
Temporary/Part-Time:FTE	1.00	0.00	0.00
Grant Funded	0.00	0.00	0.00
<i>Total Authorized</i>	4.90	3.10	3.00



FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM				
DEPARTMENT: NON-DEPARTMENTAL				
PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 101-GENERAL FUND				
99010273-SPECIAL ITEMS	883,511	3,601,886	2,279,260	11,180,952

SUBFUND 300-DEFEASED ISSUES				
99386127-FY05 GO REFUNDING	0	0	4,498,758	7,608,881

SUBFUND 309-1993B REFUNDING ISSUE				
99386111-GO - 93B(REFUND) DEBT SVC	2,165	0	0	0

SUBFUND 310-1994 ISSUE				
99386110-GO BONDS 94-A (DEBT SVC)	833,000	845,000	842,000	0

SUBFUND 311-1995 ISSUE				
99386112-GO BONDS 95	1,405,568	1,372,318	1,048,409	36,000

SUBFUND 312-1995B ISSUE				
99386113-DEBT SVC 95B GO REFUND	1,746,968	212,788	200,538	207,145

SUBFUND 313-1997 ISSUE				
99386114-FY 97 BOND ISSUE	2,000,360	1,932,400	1,580,714	1,157,000

SUBFUND 314-1998 ISSUE				
99386118-1998 GO'S (BUDGET ONLY)	781,506	783,023	629,691	485,910

SUBFUND 315-1998A ISSUE				
99386119-1998A SERIES	540,757	543,875	374,337	206,810

FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM				
DEPARTMENT: NON-DEPARTMENTAL				
PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 316-1999 REFUNDING BONDS				
99386120-1999 REFUNDING SERIES	1,403,990	1,433,429	1,400,910	3,502,035
SUBFUND 317-2000 IMPRV. & REFUNDING				
99386121-2000 IMPROVE & REFUNDING	1,617,826	1,632,408	1,612,658	1,619,718
SUBFUND 318-2000A ISSUE				
99386122-2000A ISSUE	235,905	240,470	117,170	0
SUBFUND 319-FY01 PROPOSED GO's				
99386123-PROPOSED FY01 GO's (OMB)	414,299	4,720,800	1,575,265	1,885,000
SUBFUND-321-FY02 GO REFUNDING				
99386125-FY2002 GO REFUNDING	4,578,800	4,509,500	4,506,500	12,329,500
SUBFUND-322-FY04 GO REFUNDING				
99386126-FY2004 GO REFUNDING	0	2,221,800	2,219,100	2,202,800
SUBFUND 345-1994A ISSUE				
99331107-CERT/OBLG 94A (3/94)-DEBT	886,100	845,000	842,000	0
SUBFUND 346-1994B ISSUE				
99331108-CERT/OBLG 94B (3/94)-DEBT	552,250	529,250	526,250	0
SUBFUND 347-1995A ISSUE				
99331109-DEBT SVC 1995A CERT/OBLIG	938,425	938,675	743,588	553,000

FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM				
DEPARTMENT: NON-DEPARTMENTAL				
PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 349-1996A ISSUE				
99331111-DEBT SVC - 96A CERT/OBLIG	-4,192	218,117	179,460	0
SUBFUND 350-1997A ISSUE				
99331112-1997A CO'S	621,914	612,325	465,252	18,300
SUBFUND 351-1998A ISSUE				
99331113-1998 CO'S	2,431,809	2,433,800	2,293,690	2,159,480
SUBFUND 352-1998 ISSUE				
99331114-1998 CO'S CIVIC CENTER	1,470,114	1,472,515	1,142,250	42,560
SUBFUND 353-1998B ISSUE				
99331115-1998 B SERIES	950,509	2,198,938	1,608,825	1,024,675
SUBFUND 354-1998B ISSUE				
99200101-FY 00 CERT OBLG-EQUIP	1,647,439	3,261,996	2,237,399	1,207,950
SUBFUND 355-PROPOSED FY01 CO's				
99200102-FY01 PROPOSED CO's (OMB)	891,609	2,005,620	1,471,677	935,138
SUBFUND 356-PROPOSED FY02 CO's				
99200201-FY02 PROPOSED CO's (OMB)	4,212,088	5,258,775	5,155,775	5,177,250
SUBFUND 357-PROPOSED FY03 CO's				
99331116-2003 CO's (OMB)	4,581,295	4,796,250	4,793,550	4,751,900

FUNCTION SUMMARY

DEPARTMENT APPROPRIATIONS BY PROGRAM				
DEPARTMENT: NON-DEPARTMENTAL				
PROGRAM	ACTUAL FY04	ADOPTED FY05	ESTIMATED ACTUAL FY05	ADOPTED FY06
SUBFUND 394-1998 ISSUE				
99335098-TOLL BRIDGE REFUND 1998	0	367,436	85,936	369,345
SUBFUND 395-SIB LOAN PAYMENTS				
99335007-SIB LOAN PAYMENTS	0	892,153	322,895	892,152
SUBFUND 396-PLAZA THEATRE FUND				
99335008-PLAZA THEATRE SINKING FUND	0	500,000	0	1,020,000
SUBFUND 671-ZARAGOZA BRIDGE				
99000094-97 REFUND REV BOND DEBT	487,923	0	0	0
99335004-FED LN-1 DEC91-ZARAGOZA	243,870	186,250	891,085	181,250
SUBFUND 721-HEALTH BENEFITS				
04100248-HEALTH INS & BENEFITS	28,669,821	29,926,638	32,942,528	32,413,439
SUBFUND 722-WORKER'S COMPENSATION				
99100255-WORKERS COMPENSATION	9,032,760	11,230,907	10,143,184	10,647,755
SUBFUND 723-UNEMPLOYMENT COMP				
99100263-UNEMPLOYMENT INSURANCE	314,773	376,007	319,445	210,640
SUBFUND 810-RESTRICTED				
99500018-MISCELLANEOUS PROJECTS				
<i>P990401-MOTOR VEHICLE RENTAL TAX</i>	2,246,670	1,500,000	1,700,000	1,500,000